

**MEETING NOTES
O&M STEERING COMMITTEE
26-28 March 2002
Ventura, California**

The O&M Steering Committee conducted a meeting 26-28 March 2002 in Ventura, California.

The meeting began at 1300 hours, 26 March with Opening remarks by Paul Dobie, CESPD-CM-O and Steve Dwyer, CESPL-CO-O. The meeting agenda was summarized and Paul Dobie stated the meeting objectives as follows:

- To continue open dialogue of Regional issues impacting Program Execution
- To review District Program Execution
- To identify reprogramming needs
- To review the O&M Backlog Maintenance "Top Twenty"
- To share information on the RAM-D initiative

Betty Varner, CESPD-CM-C reported out on the FY 02 program execution status. Overall SPD status was rated **GREEN**. The current status of reimbursement activities related to the RAM-D initiative was discussed with the Districts reporting little problem in getting reimbursed to date.

The Districts then presented their program updates:

Los Angeles District

LA District's FY 02 Program totals \$28M; \$13M for Flood Control and \$15M for Navigation. The FY 03 Program is projected to be \$23M; \$12M Flood Control and \$11M Navigation. The FY 02 and FY 03 program provides for funding of 12 Navigation projects with no Congressional adds expected at this time. Major contract work for the Navigation projects should be completed by 30 Sep 02. There are two Navigation projects with expected shortfalls: a) Ventura Harbor - \$200,000 shortfall; and b) Port of Los Angeles (LA/Long Beach) - \$1.5M. After much discussion, it was determined that the \$200,000 shortfall for Ventura Harbor could be funded from resources within the LA District. The LA/Long Beach shortfall remains.

Discussions then turned to the recent Hansen Dam issue regarding a problem with the Swim Lake. The District provided an update of where we are on the requirements for the Hansen Dam Recreation Pool fix and the interest of Congressman Berman relative to the project. The District received a draft report from an A/E on 25 March. The A/E concludes that "the installation of the underground piping system did not follow the

requirements of project specifications and well-known industry-wide practices in these areas:

- Square cut of pipe
- Beveling of the pipe ends
- Full penetration of pipe at the fittings
- Adequate pressure and leak tests
- Valve substitution (Cast iron instead Stainless Steel)

The District will complete their review of the A/E report and coordinate recommendations with the Division. However, based on what is currently known, there appears to be a requirement for approximately \$2.8M for the fix. Congressman Berman has made it clear that he wants this situation corrected as soon as possible. The Congressman would like to see repairs completed before Memorial Day, however, LA indicates that earliest possible date would be sometime in July. LA has about \$1.8M in hand that was originally added to the project for FY 02 by Berman. However, those funds were not earmarked for this requirement. The LA District will inform Congressman Berman that the funds are to be reprogrammed. The balance of the funding will have to be made up from Regional reprogramming...however, LA was advised to go ahead and move forward and not delay the project by reprogramming funds from their current program and then come forward to SPD to finance the remaining shortfall as a result of financing the requirements for Hansen Dam.

LA District then discussed a requirement for LA River...seems that the LA County Flood Control District found a pile up of concrete in the river about three weeks ago...there is no specific plan of action for now...LA will do an analysis and may want to have a recommendation for Committee mark up in June...looks like a need for \$3-4M.

Again the shortfall on LA/Long Beach will be addressed from other funding surpluses should they be available.

San Francisco District

The San Francisco District's FY 02 program provides for \$45.8M in obligations and \$46.3M in expenditures. This includes about \$11.3M in Congressional Adds. Most of the San Francisco program is made up of Navigation projects. The District has two reservoir/dam projects with expenditures totaling about \$8.1M. There are significant issues associated to the dredging program. From requirements for ocean disposal to issues relative to environmental windows, the District does not have a clear handle on any surplus funding as of 26 March. Condition Surveys for most of the scheduled dredging projects are due in April ... based on the surveys, there may be some surpluses. However, San Francisco District made it clear that if they were required to live with the LTMS disposal requirements, the cost of dredging would sky rocket. At this early date, based on the projected dredging needs, there would be a \$2.8M shortfall. That shortfall is made up of the need for funding as follows:

- San Pablo (Pinole Shoal) \$500K
- Suisun Bay (Main) Channel \$1.8M
- Dry Creek Hatchery \$500K

The Dry Creek Fish Hatchery work entailed updating the fish hatchery facility to new standards to accommodate the Co-Ho Salmon. These new standards are above and beyond the original mitigation plan for the dam. Per Fish and Game the environmental conditions have changed. It was recommended that San Francisco District submit a plan of action for this new requirement by 30 April. The plan needs to have a clear cost estimate and the District may want to consider pursuing funding for this environmental initiative through the Congressional Add process. Discussion of backlog maintenance was deferred until later in the agenda.

Albuquerque District

The Albuquerque District presented an FY 02 program of \$15.6M that included \$3.6M in Congressional Adds. This was Albuquerque District's largest O&M program to date. The Albuquerque District presentation was straightforward and basically reflected dam operations. There are no navigation projects in Albuquerque District. The only shortfall was on Jemez Canyon Dam, which reflected \$650K for environmental related issues relative to the Santa Ana Pueblos. Backlog maintenance issues were deferred to the appropriate point in the agenda.

Sacramento District

Sacramento District presented an in-depth detail of their FY 02 program of \$27.3M. The overall program is being executed as scheduled. There may be \$500K - \$1M surplus, however, it is still too early to tell. Concerns over RAM-D funding and backlog maintenance were deferred until the appropriate part of the agenda.

SPD

It was agreed by all that the first priority for funding shortfalls would be to take care of the Los Angeles requirements relative to Hansen Dam. Reprogramming requirements for Hansen Dam would move forward with District funds with the District identifying overall shortfalls as a result of funding the Hansen Dam requirements. The Civil Works Management Division would then address the LA District shortfalls regionally.

The Division Civil Works Management Division and Operations Division need to know as soon as possible of reprogramming actions. As a result of the briefings, there is approximately a \$5.95M shortfall broken down as follows:

- LA District:

LA/Long Beach	\$1.5M
Hansen Dam	\$1.0M

- San Francisco

Pinole Shoal	\$500K
Suisun Bay	\$1.8M
Dry Creek Hatchery	\$500K
- Albuquerque District

Jemez Canyon Dam	\$650K
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- Sacramento District – no requirements.

Betty Varner provided an update of the FY 03 program and a short discussion of FY 04 guidance.

Paul Dobie then provided an Operations update from a recent MSC Operations teleconference with HQ. Items highlighted were:

- **Note from DCW to MSC Commanders re: ESC support** and the Infrastructure Security Needs. Other physical improvements should continue. Good idea to use regional contracts where feasible. Huntsville is working on standardized guidance regarding Electronic Surveillance systems...info will be put out through the UOC.
- The **O&M Baseline scrub** is being used for the FY 04 Budget. The Budget EC is in draft, but basically goes to 2 levels: non-deferrable, and deferrable. The non-deferrable is the baseline and critical backlog (current levels 1 and 2); the deferrable is the rest (levels 2, 3, and 4). Rankings in the first band are in same order as identified by the districts. HQ Ops and Programs are working together to get something out that makes sense. The DCW has given this action to CECW-O as my primary focus point.
- **FEM:** Implementation on hold. SES Chief of IM has taken on to solve the dual-labor entry problem. Further implementation is pending this solution, but more critical, a \$9.3 million PRIP submission and approval. Per Ops request, when approved, implementation schedule is going from 2 yrs to 4 yrs (Karen Durham-Aguilera made the point that the aggressive 20-30 sites per year was too disruptive to the O&M program.) Omaha and Walla Walla wanted to continue. More to follow on this one; the real news is that Ops is engaged with LM to lean towards common sense. There is a recent letter out from HQ, which will be disseminated.
- **SWANCC guidance:** HQ is working this hard. HQ Counsel and Ops are in agreement; the Chief is meeting with the head of EPA tomorrow. HQ is hoping to get agency agreement and can provide the operational guidance to the field.
- **Regulatory:** Please remind Ops Chiefs: they need to stay involved enough with Regulatory to assure the program is applied in **balance** of sustainable

development and the needs of the environment. Some folks think regulatory works on its own; some others understand when to be involved. But what we do on this program colors the Corps Civil Works program at the HQ and Congressional level.

- **Mike Parker** – Just a reminder to look at the video recently sent to the field. MG Griffin's point is that the Corps has been around for over 200 years and will continue – we are wounded and some of our initiatives may slow down, but drive on.
- **Izzo** may not be nearly as effective. There are no changes in the Parker policies.
- **Rangers** – Pepper spray is available through established procedures. Body armor – MSCs should consolidate comments. No firm policy to make it mandatory to wear.

Day one wrapped up with a summary of the following issues:

- Funding for Hansen Dam/La District will proceed with Engineering effort and move the project forward. Funding requirements to be determined include LA resourcing from existing funds and restoration of the balance of the LA program funding being provided later from Regional funds.
- Fish Hatchery improvements at Warm Springs. San Francisco District will prepare documentation on this requirement and furnish to SPD by 30 Apr 02. The best avenue of approach may be the pursuit of a Congressional add for this environmental initiative.
- FEMs – clarification of charges to date will be sought from HQ and guidance sent to the Districts.
- Overall shortfall appears to be \$5.95M.

Day Two began with a quick summary of day one. After the summary the following topics were discussed:

RAM-D

All Districts expressed concern about the following issues relative to RAM-D:

- The funding process needs to be sorted out for the future. This includes separate work items and the involvement of the Operations Division staffs at the District level from the outset relative to funding requirements and estimates;
- Future manpower requirements - while the initial thrust to satisfy the assessment requirements for projects identified by HQUSACE in the list of the 370 nationwide, the Division and District assigned its best folks to accomplish the work. This may not be an acceptable way of doing business for the remainder of

the force protection requirements if mandated by HQ. The individuals currently doing the work have been removed from their normal duties and thus projects or work they were originally scheduled to accomplish is not being completed. An approved A/E firm, thus freeing up our manpower to do their normal work, should probably complete future assessment requirements. Otherwise we need to hire additional personnel to accomplish future work;

- Future projects (less vulnerable or less risk) identified for assessments should require an abbreviated effort rather than using the full assessment process;
- Lack of coordination of the overall program. It was not clear to the field who the PM was in the Division. In addition, there was the desire to have a weekly update. Everyone does not view the ENGLink SITREP that is submitted weekly;
- Electronic surveillance requirements still need to be sorted out and what the relationship is to the existing Gate Automation Initiative;

Additionally, all agreed that we need further guidance from HQ on what exactly should be budgeted for under the FY04 program for force protection requirements.

Gate Automation

Jim Sandner, Sacramento District provided an update of the Gate Automation initiative. Mr. Paul Pugner from Sacramento currently has an implementation team designated.

SPD Water Control Management previously required a plan of action for the initiative. However, San Francisco was already in the process of implementing gate automation before the Water Control Management requirement. In that regard, Warm Springs is just about complete. Coyote Valley is in the process of being completed with both projects expected to be completed by the end of the fiscal year.

Phase I of the automation process provides for automation of controls at the projects with Phase II to implement remote operations from the District Offices.

The current work on Warm Springs and Coyote needs to be linked to the current effort on Force Protection. LA District indicated that there needed to be some redundancy in the system.

The ISAT group is addressing the security requirements relative to Gate Automation.

Deferred Maintenance/Backlog Maintenance

Discussions then turned to the Operations and Maintenance General Backlog.

From review of the “Top Twenty” Backlog Maintenance items agreed upon in October four (4) of those items have now been accomplished or will be accomplished during FY 02. Those items are:

- Conchas Dam – Tie-in to local potable water system
- Santa Rosa Dam – Rehab primary electrical system
- John Martin – Repair/replace stoplogs
- Warm Springs Dam – Underground storage tank site cleanup

Five items were deferred to FY 03. Those items were:

- Abiquiu Dam/John Martin Elevator Repairs, however Plans and Specs requirements were to be added to the revised FY 02 list.
- Mission Bay – defer repair of the middle jetty to FY 03, however Plans and Specs requirements were to remain on the FY 02 revised listing.
- Yuba River/Daguerre Point Dam – Drain cleanout was deferred to FY 03
- Pine Flat Dam – Elevator repair was deferred to FY 03
- SF Bay Model/Visitor Center – Repair concrete slab defer to FY 03

One item, Conchas Dam – Dewater the stilling basin was deferred to FY 04.

After much discussion the backlog maintenance list for the remainder of FY 02 is as follows:

2002 BACKLOG and ESTIMATED COST

1.	John Martin P&S for Replace Tainter Gate Chains	\$150,000	1 Jul
2.	Alamo Dam - Access Road Repairs	\$600,000	15 Jul
3.	Warm Springs Dam – Channel D/S of Outlet Works	\$200,000	1 Aug
4.	Lake Isabella - Toe drain repair	\$600,000	1 May
5.	New Hogan - Plans and Specs for Tainter Gate Repairs	\$150,000	1 May
6.	Santa Ana River - Log boom-Fullerton	\$600,000	1 Aug
7.	Sacramento River Stone Protection	\$500,000	1 Jun
8.	San Joaquin River Stone Protection	\$500,000	1 Jun
9.	LACDA - Flush LA River sub-drains	\$600,000	1 Aug
10.	John Martin P&S to Paint Tainter Gates	\$150,000	1 Jul
11.	LA River P&S to Replace Failing Overlay	\$200,000	
12.	Abiquiu Dam/John Martin Dam – P&S Repair elevators	\$100,000	
13.	Mission Bay – P&S Repair middle jetty	\$200,000	
14.	LACDA - Repair damaged sections of San Gabriel River	\$600,000	
15.	Coyote Valley Dam Riprap Replacement	\$3,000,000	
16.	Warm Springs Dam - Repair spillway slab	\$270,000	
17.	Handicap Access for Lake Mendocino Project Office	\$150,000	

Note the dates above for the items listed indicate the date necessary to have funding in place in order to execute the work this fiscal year.

Summary of 2003 Deferred/Backlog Projects (not prioritized)

Abiquiu Dam/John Martin Dam – Repair Elevators	\$600,000
Mission Bay – Repair Middle Jetty	\$2,000,000
Yuba River/Daguerre Point Dam – Drain Cleanout	\$350,000
Pine Flat Dam – Elevator Repair	\$200,000
SF Bay Model/Visitors Center – Repair Concrete Slab	\$300,000
LA River - Replace Failing Overlay????	\$3,500,000
John Martin Replace Tainter Gate Chains	\$1,500,000
John Martin Paint Tainter Gates	\$1,500,000

The Sacramento District Pine Flat Dam cavitation repair project, which was the last item on the original “Top Twenty” for FY 02 in October, has been removed from the list. This item will be done with funds from within Sacramento District once water levels go down. The cost is now estimated at \$55,000.

Discussion regarding maintenance work on the vessel *Raccoon* with San Francisco District concluded that this was not a deferred maintenance issue but an ongoing maintenance requirement of approximately \$100,000 per year to replace various portions of the hulls bottom plates. Funds should be available in the current Drift Removal account.

Remaining Issues

Savings and Slippage – John Griffin provided a detailed explanation of what the term actually meant and what actually happens to funding that is held back based on the assigned savings and slippage.

Performance Measure – The Districts voiced their concern for a change in the current program execution guidance. In that regard:

- 100% expenditure execution is not realistic. All agreed that the problem with 100% execution is that it is impossible to actually achieve this goal let alone exceed the goal at the MSC level. While we agreed that execution is part of an appropriate measurement, the metric should include a combination of execution and obligation of funding. Customer satisfaction may or may not be realized under this type of metric, so it probably would be appropriate to establish a measurement associated with the level of service and a determination of the customers satisfaction with those services. Environmental dredging windows may also impact performance if a District is not using a continuing contract.
- If we were a *Learning Organization* it would seem that using the most current schedule is more realistic rather than use of the original schedule.

This should be raised to the RMB who can raise it to the Command Council;

- What is a better metric? Execution is one thing, but other tools are needed to address how we satisfy the customer;
- How good are government estimates and how many contractors come in under the government estimate?

O&M Business Process – There is a need for review of the current document date August 2000. CESPD-CM-O will furnish the latest document to all for review and comment to address the current Corporate Business Process.

LTMS Requirements – There is a need for further discussion of the impact of LTMS on future budgets. San Francisco has been asked to set up a separate meeting in the near future to discuss. Mike Dillabough has the lead and will work with George Domurat to be sure we have captured future requirements.

The business session of day two adjourned around 1600 hours. The group reconvened around 1645 at the Ventura Marina for a boat tour of Ventura Harbor, the breakwater and Port Hueneme. The tour was conducted by the Ventura Harbor Commission and provided an opportunity to partner with the customer. Side discussions during the tour were held with Oscar Pena, General Manager for the Port of Ventura and Richard Parsons, Dredging Program Manager for the Port of Ventura.

Day Three

The scheduled morning session was kept short in order for attendees to drive to distant airports and catch their flights home. The session included a summary of the meeting with highlights centered on the Hansen Dam issue and the need to fund the outstanding shortfalls identified. The objectives of the meeting were reviewed with the determination that the objectives identified were achieved.

The next meeting will be hosted by Sacramento District and will include a field trip to Martis Creek.

O&M Steering Committee Members present were:

Paul Dobie, Chief, Operations Division - co-Chair of the Committee
George Beams, Chief, Construction-Operations, LA District
Susan Shampine, Chief, Operations Division, Albuquerque District
Tom Trainer, Chief, Construction-Operations Division, Sacramento District
Max Blodgett, Chief, Operations and Readiness Division, San Francisco District

Others present were:

Charles S. Dwyer, CESPL-CO-O
Mo Chang, CESPL-CO-ON

Larry Massy, CESPL-CO-O
John Griffin, CESPDM-C
Betty Varner, CESPDM-C
Geoff Chatfield, CESPL-PM-C
Carrie Hill, CESPL-PM-P
Sabella Moreno, CESPNO-R
Mike Dillabough, CESPNO-PM-C
Tom Hall, CESPNO-PM-B
Jim Sandner, CESPK-CO-O
Patrice Farncomb, CESPK-CO-O
Mike Carey, CESPA-OD-O
Lee Garcia, CESPA-OD-S

It is noted while the PM organization was widely represented at the meeting except for Sacramento and Albuquerque Districts, there is a continued need for Senior Level PM organizational representation.

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**PAUL W. DOBIE,
Chief, Operations Division
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South Pacific Division**